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PARTY ACTIVITIES AND GOVERNMENT

'NHAN DAN' GREETES OPENING OF SOCIALIST PARTY CONGRESS

OW280723 Hanoi VNA in English 0700 GMT 28 Nov 79 OW

[Text] Hanoi, VNA, Nov 28--"The cause of the Socialist Party is closely related to that of the Vietnamese people," says NHAN DAN in its editorial today welcoming the opening of the Fourth Congress of the Vietnamese Socialist Party.

The paper says: "Born of the stirring revolutionary movement after the general insurrection in August 1945, the Vietnamese Socialist Party has, over the past decades, united closely with the Communist Party of Vietnam, the Vietnamese Democratic Party and mass organisations, and persistently struggled against the imperialist aggressors, for national independence, freedom and socialism. During the thirty-year resistance to French and U.S. aggressions as well as in the current patriotic war against the Chinese reactionaries, and in the socialist revolution, the Socialist Party has done its best to contribute to the building of the new regime.

"The Socialist Party fully approves of the resolution of the Fourth Congress of the Communist Party of Vietnam which provides for the construction of Vietnam into a prosperous country, and fully endorses the foreign policy of close solidarity with the Soviet Union and the socialist community as a whole, and of opposition to the reactionary circle within the Chinese leadership in its collusion with imperialism, the dangerous and direct enemy of the Vietnamese people at present.

"The members of the Socialist Party include revolutionary intellectuals living and working among various social strata, uniting with them and assisting one another in building the country.

"We firmly believe that in the new stage of the revolution, the Vietnamese Socialist Party will make still bigger contributions to the common victory of the Vietnamese revolution," NHAN DAN concludes.

CSO: 4220

PARTY ACTIVITIES AND GOVERNMENT

SOCIALIST PARTY OFFICIAL INTERVIEWED ON INTERNAL SITUATION

OW252348 Paris AFP in English 2335 GMT 25 Nov 79 OW

[Text] Hanoi, Nov 26 (AFP)--A 33-year-old political party which has never actively recruited its several thousand members, the Vietnamese Socialist Party (VSP), is known here as the intellectuals communist party, VSP official Hoang Minh Giam told Agence France Presse in a weekend interview. We're not an opposition party, he said of the organization, which will hold its fourth congress Wednesday in Hanoi. We don't represent a particular class as opposed to other classes, but we collaborate with other parties here to promote classlessness.

Along with the Democratic Party and the Communist Party, the VSP is one of Vietnam's three officially recognized political parties. It has four deputies in the 492-strong National Assembly and acts as consultant to the Fatherland Front, an organization of political, social, professional and religious groups.

Our role is to make propaganda among intellectuals, who need different arguments from those used for peasants or workers. We have an ideal in common with the Communist Party: The independence of our country and building socialism, Mr Giam said. We must have several thousand followers, but the exact number is not important to us. We don't recruit members, the VSP official said.

Asked about the problem of Vietnamese leaving their country, Mr Giam gave an official explanation--political and economic reasons--but added that his party is very aware of this problem because many of the fugitives are intellectuals. Of Vietnam's brain drain he said: I don't approve, but good or bad, one can understand their reasons. The Vietnamese politician said he considered his country's reeducation centers necessary and estimated there are something fewer than 40,000 people still held in them. But more and more people are being liberated. Any statements to the contrary are lies, he added.

I am sure that now and then there are abuses because the people in charge of these centers are not always up to the level demanded by their

responsibilities. Without wanting to speak badly of soldiers, one must realize they have their own methods. We don't have precise information on abuses, but if need be, we would denounce them. One must explain and convince, not impose ideas. Reeducation must be achieved without brutality or violence, Mr Giam said. But the VSP official added: I am speaking of reeducation centers. Prisons are another story. There are people imprisoned in the south for political offenses--lots of them.

Asked about a recently-created Vietnamese opposition movement headquartered in Brussels, Mr Giam said he has no knowledge of this. Deputy interior minister 34 years ago in Vietnam's first government, Mr Giam was foreign minister from 1947-1954 and cultural minister until 1976. Since then he has been chairman of the Foreign Affairs Committee in Vietnam's National Assembly.

CSO: 4220

PARTY ACTIVITIES AND GOVERNMENT

YOUTH UNION TO MAKE GREATER EFFORTS TO BOOST MEMBERSHIP

Hanoi THANH NIEN in Vietnamese No 8, Aug 79 pp 22-23

[Article by Thai Doan Thoi: "Urgently Strengthen the Youth Union's Combat Ranks and Satisfy the New Need of the Revolution"]

[Excerpt] To build the strength of the Ho Chi Minh Communist Youth Union is an important matter in its entire work and a matter of strategic significance. This is the basis for it to carry out all of its functions and tasks and the confidence of its members and the youths in it.

On the basis of the need for building the Youth Union strength and the actual state of its organization, the 25th, 26th and 27th plenums of the Youth Union Central Committee set the task of building the Youth Union organization and organizing and rallying the entire young generation as an important job, one of its key jobs.

To do well the job of boosting membership and building strong organization also permits the Youth Union to make active contributions to taking part in party building and to carry out successfully the "The entire Youth Union participates in party building" campaign.

Implementing that policy of the Youth Union Central Committee, many chapters concentrated on leadership, gradually built their strong organizations and ceaselessly raised the quality of their members and strongly boosted membership. In 1978, in all of the country membership was increased by nearly 1 million, which raised the total membership to 3.75 million, or 31 percent as compared with the youths.

However, membership in the southern provinces accounted for only 5 percent and in the northern mountainous provinces (the highlands) only less than 10 percent. Many hamlets, villages, production units, production groups and handicraft units in the southern and highland provinces did not have any members yet. Although we had made lots of efforts, it was obvious that such an increase of membership was too slow and would not ensure the fulfillment of the heavy task that our union had to shoulder in the new revolutionary stage. In the face of that situation, in 1979 the 27th Plenum of the Youth

Union Central Committee decided to launch a membership drive called "The class commemorating the 50th anniversary of the establishment of the party" and aimed at boosting the total membership to 5 million, with a percentage of union members ranging from 40 to 45 percent. Implementing that policy, a number of chapters concentrated on leadership by both reinforcing the concept and taking such positive measures as mobilizing cadres for resolving weaknesses, holding seminars and providing advanced training for cadres, investigating to grasp the strength of the youths and stepping up control and supervision; as a result, they succeeded in increasing the speed of the effort to boost membership. Provinces like Ha Nam Ninh, Nghe Tinh, Bac Thai, Quang Nam-Da Nang and Nghia Binh, Haiphong, Ho Chi Minh City, etc. were the localities where this effort began to show good progress. But in general, the increase of membership was still very slow and poor as compared with the need that had been set. In Kien Giang Province, in the first 4 months of 1979, although the need had been set at 10,000, there were only 700 new members; Cuu Long Province also set 10,000 as its goal, but boosted its membership only by 600. In Cuu Long, only 200 of its 3,000 production groups had Youth Union organizations; only one-half of its production groups had union members. Such provinces as Hau Giang, Lam Dong, Dong Nai, Minh Hai, Cao Bang, Lang Son, Hoang Lien Son, etc. only fulfilled one-fifth or one-sixth of their membership drive goals. Even Ho Chi Minh City where the membership promoting work was done quite well could attain only one-third of its goal. In the installations in the outskirts of Ho Chi Minh City, only 163 of their 800 production groups had Youth Union chapters.

3598

CSO: 4209

PARTY ACTIVITIES AND GOVERNMENT

INTERNATIONAL ORGANIZATION OF JOURNALISTS' APPEAL SERVES TRUTH, JUSTICE

BK280704 Hanoi Domestic Service in Vietnamese. 2300 GMT 26 Nov 79 BK

[Editorial from NHAN DAN, 27 November: "The Voice of Truth and Justice"]

[Text] The Vietnamese people including the Vietnamese journalists have been deeply moved by the appeal of the Organization of International Journalists (IOJ) to journalists throughout the world. The appeal was broadcast from Ho Chi Minh City.

Many representatives from the world's biggest journalist organizations, comprising 150,000 members from 120 countries, came to our country to attend the first IOJ executive conference to be held in Southeast Asia.

In its latest appeal, the IOJ expressed its sympathy with and vehement support for the revolutionary undertaking of the three Indochina peoples and analyzed the real situation which has been developing in this region, pointing out that the causes of the current dangerous tension lie in the aggressive plots and actions of the expansionist and hegemonistic reactionaries in the Beijing leadership who are colluding with the imperialists and other reactionary forces. The appeal reaffirmed the resolute demands of IOJ and all of progressive mankind: "Hands off Vietnam," and "Do not interfere in the internal affairs of Kampuchea."

The appeal reflected the IOJ's attitude toward a string of international issues: It lauded and supported new Soviet initiatives to consolidate peace and achieve complete and total disarmament; it hailed the sixth Havana nonaligned summit; it praised a proposal made by us and our Lao and Kampuchean comrades as well as other goodwilled people for turning Southeast Asia into a peaceful, independent, stable, neutral and prosperous region; it heartily greeted the brilliant victories of the Nicaraguan people as well as the new advancements on the revolutionary path of the many Latin American countries which are fighting courageously against their respective dictatorial and fascist regimes; and it supported the just struggles of the Palestinian people and of the peoples of various Arab countries, Afghanistan, Angola, Mozambique, Zimbabwe, Namibia, South Africa as well as the peoples of other countries in Africa.

From the city bearing the name of the great revolutionary journalist, Ho Chi Minh, the IOJ executive committee called on democratic and progressive journalists in the present world situation, to use their professional means to more effectively serve the struggle for peace, national independence, democracy and social progress; for legitimate basic human rights, for new, fair and reasonable international order; for a democratic and progressive press and for a new information order in the world to serve truth, justice, and peace and friendship among nations as dictated by the responsibility of the press toward the public and demanded by the cause of defending truth and justice.

The 19th IOJ conference in Hanoi and an appeal made recently in Ho Chi Minh City by the IOJ executive committee are the new prominent events, once again demonstrating the important role and outstanding contributions of the IOJ and all democratic and progressive journalists to the struggle for peace, security and the ever brighter future of mankind.

The oppressive, exploitive, bellicose and aggressive forces are groups of dishonest people without a just cause. They can only maintain their reactionary domination through the use of force and deceitful measures. Along with resorting to barbaric repressive tricks, they have always been very interested in grasping all the mass means of information and manipulating the ranks of writers in order to propagate their reactionary ideology, distort the truth and fool the people.

The struggle on the press information front between the progressive and the reactionary and between the revolutionary and the counterrevolutionary, takes place every day in an extremely fierce manner. In this struggle, since the period immediately after World War II, various reactionary ruling forces have resorted to increasingly sophisticated, crafty and malicious tricks. But light always dispels darkness and the truth always triumphs over dishonesty. With the impetus of the strategic offensive and the superiority of the three revolutionary currents, various democratic and progressive forces on the press information front, with the IOJ standing at the forefront, are determined to dispel the smokescreen spread by the reactionaries.

[BK280705] Over the past third of a century since its founding, the IOJ has conducted several fruitful activities, reflected in a series of important resolutions and documents, mobilizing a large force of its members to courageously struggle for the cause of truth and justice. The fruitful political and professional activities of its own and member organizations have made considerable contributions to the revolutionary cause of various nations which struggle for peace, national independence, democracy and social progress.

Mankind is witnessing slanderous campaigns conducted on a rarely seen large-scale by the international reactionary forces including the

reactionary Beijing leadership, and the mobilization to the highest degree of all types of propaganda apparatus by reactionaries. This is no surprise to anyone. Since imperialism and reactionary forces are beset by a serious crisis and faced with a balance of forces increasingly disadvantageous to them, the reactionary forces consider psychological warfare to be strategic counterattack measures to mislead public opinion. They have daily hurled allegations to incite arms race, accelerate war preparations, slander the Soviet Union and other socialist countries, distort the national liberation movement, encourage fascist and totalitarian forces, sow national and racial hatred, and so forth.

The spearhead of this slanderous campaign is particularly directed at the revolutionary struggle of the Indochinese peoples. In such a situation the IOJ appeal sent out from Ho Chi Minh City is a very significant political event. With its clearcut stand of resolutely supporting the Vietnamese, Kampuchean and Lao peoples, and through the declaration of its stand on a series of important international issues, calling on journalists throughout the world to oppose the slanderous campaign of the international reactionaries and resolutely defending truth and justice, IOJ has spoken out for genuine journalists and progressive mankind as a whole.

The appeal proves that large numbers of journalists in the world are loyal to their noble principles and goals which are to struggle for world peace and a better future for mankind, to struggle against the propagation of a psychology of war and the conduct of belligerent and fascist propaganda, to oppose the sowing of national and racial hatred and the stirring up of tension by all sorts of lies and slander, and to maintain peace and consolidate friendship among nations and international understanding through accurate and true information.

Selecting Hanoi as the site for the 19th plenum of its executive committee, choosing Ho Chi Minh City as the place to make public its appeal, and voicing in the first part of this appeal its forceful support for the struggle of the three Indochinese peoples against the Chinese expansionists and hegemonists, the IOJ has expressed its deep affection and valuable support to the peoples of Vietnam, Kampuchea and Laos.

[BK280706] On behalf of progressive mankind, the genuine international journalists have completely rejected the nonsensical allegations of reactionary forces. Our international friends have eloquently expressed their admiration for our people's struggle, clearly pointed out the aggressive, expansionistic and chauvinistic acts of Chinese reactionaries as the causes of tension in this region, and asserted their brotherly solidarity with and active support for the Vietnamese people, who are resolutely struggling to protect peace, sovereignty and territorial integrity against the aggression of Chinese expansionism and hegemony.

The appeal of the IOJ executive committee has also welcomed the Kampuchean people's victory and protested the recent UN resolution on Kampuchea. It asserts that the KPRC is the sole legal administration in Kampuchea and it condemns all acts interfering in Kampuchea's internal affairs.

The appeal calls for support to the Lao people, who are struggling against the Beijing expansionists' plots of sabotage, subversion and aggression, and who are striving to build a peaceful, independent, unified, democratic and prosperous socialist Laos.

The Vietnamese people and especially the journalists see in the appeal of the IOJ executive committee a great encouragement. This is a clearcut answer by progressive mankind to the current slander campaign of the Chinese reactionaries, the U.S. imperialists and other reactionary forces against Vietnam. This is a demonstration of broad international solidarity with Vietnam. Truth has prevailed over deception, justice over injustice. We thank the representatives of genuine public opinion in the world for their support. We thank our international colleagues for their warm feelings toward the Vietnamese people. In order to deserve these noble sentiments, the Vietnamese people are determined to fulfill their national and international obligations. And in this sacred cause, the Vietnamese journalists will always endeavor to do their worthy share and, in response to the appeal of the IOJ executive committee, they will heighten their sense of responsibility, firmly defend truth and justice, and contribute to the common struggle of nations for peace, national independence, democracy and social progress.

CSO: 4209

PARTY ACTIVITIES AND GOVERNMENT

DIRECTIVE ISSUED ON TREATMENT OF PEOPLE'S COMPLAINTS ADDRESSED TO MEDIA

BK220214 Hanoi Domestic Service in Vietnamese 0400 GMT 16 Nov 79 BK

[Text] On 13 November, the SRV premier issued a directive on handling letters from readers and listeners to the press and radio. The directive reads in full as follows:

The newspapers of the party and mass organizations are their own voice and also the voice of the people. The sending of letters to the press and radio by readers and listeners is a form through which citizens can exercise their right to collective mastery in jointly managing, supervising and inspecting the activities of state organs, cadres and personnel.

Resolution No 60-NQ, issued by the party Central Committee political bureau on 8 December 1958, and directive No 197-CPTU, issued by the party Central Committee secretariat on 13 March 1972, pointed out that it is necessary to intensively make criticism and self-criticism through the press. Article No 23 of Decree No 217-CP, issued by the council of ministers on 8 June 1979, stipulated that all state organs must scrupulously respect, consider, settle and answer suggestions submitted by the people through various mass organizations, press organs and radio stations.

Some press organs and radio stations have recently received many letters complaining about or denouncing the violation of state policies and laws and the violation and waste of state property, as well as violation of the people's right to socialist collective mastery and the oppression of the masses by cadres and personnel at various levels and in various sectors. A number of cases have been examined and settled by responsible organs in a fairly satisfactory manner, and this action has been welcomed by the masses.

Thanks to letters from their readers and listeners, various newspapers and radio stations have been able to reflect the situation and aspirations of the people to the party and government at all levels while helping to praise and encourage good people and good deeds and criticize and prevent wrongdoings. However, many localities have still refused to

accept criticism, or accepted criticism for the sake of formality-- responsible persons would perfunctorily examine or merely drop the complaints made by the public. There have been cases in which letters from accusers were turned over to the accused, thus enabling the person accused to seek revenge or cause trouble to those who accused him.

It is not only the directly responsible organs which have refused to settle a number of cases and matters mentioned in the press and on the radio. Managerial organs at the higher levels in certain sectors have also failed to inspect, examine and settle or scrupulously accept these cases and matters for consideration in order to draw experience to guide the organs at the lower levels. There have also been cases in which various sectors did not want the press to publicly criticize the wrongdoings and bad habits of their cadres and personnel.

To put an end to this situation, the SRV premier has issued the following instructions:

1. Upon receiving letters from their readers and listeners criticizing or complaining about violations of state laws, systems or policies, all newspapers and radio stations have the authority to investigate and interrogate the responsible organs and ask them to explain or settle the matters put forth by the readers and listeners. After duly considering the matters submitted by the public, under the guidance of the party Central Committee propaganda and training department, editorial staffs of newspapers and radio stations can actively decide to publicize these matters in order to help struggle against all negative manifestations and support the good deeds of the masses and state organs.

If necessary, press organs and radio stations have the right to withhold the names of the authors of the letters and articles in order to protect them. Efforts must be made to insure that the matters mentioned in the press and on the radio reflect the truth, that state secrets are well kept, and that bad persons are prevented from exploiting these matters for slanderous purposes.

[BK220215] 2. Upon receiving reports and letters of denunciation, as well as letters from readers to the press reflecting violations of state rules, regulations, policies and systems by cadres and personnel of state organs, on the basis of scrupulously implementing party directives, resolutions and state laws, the chiefs of the organs responsible for the aforementioned violations as well as for the management of the cadres and personnel involved, must examine the cases immediately. They must also settle these cases and report the results to the newspapers and radio stations from which they received the letters within 30 days at most.

If further investigation is needed, those in charge must notify the person who reported the cases within the aforementioned 30-day period, and the deadline for the report on the results of the investigation must be set

at no more than 3 months from the day they received the letters. If the responsible organs fail to consider and settle the cases or if they do settle them but not in a correct manner, the press organs and radio stations have the right to urge them to perform their duties. If necessary, they can report to the managerial and leading organs at the higher levels or continue to criticize them openly in the press and on the radio.

The government strictly prohibits all forms of revenge against those who write letters to the press and radio, thus obstructing the effort to duly investigate the cases by newspaper and radio correspondents, as well as all acts of irresponsibility toward wrongdoings or any attempt to condone or defend the wrongdoers.

3. All organs and individuals criticized or interviewed by the press and radio are dutybound to accept the criticism and correct their shortcomings and have the right to clarify charges mistakenly brought against them by the public, as well as to deny charges that do not reflect the truth.

4. Upon publication by the press or matters concerning their sectors and localities, the chiefs of the organs responsible for the management of the sectors and chairmen of the provincial and city people's committees must judiciously examine these cases while urging the organs at the lower levels to settle all if asked by newspaper readers or radio listeners, the chiefs of central-level managerial organs and chairmen of provincial and city people's committees must answer the questions brought up by the people or the press and radio.

It is necessary for the high-level managerial organs to acquire some experience in revamping their managerial work and seek means to prevent the reoccurrence of these wrongdoings in other localities.

5. Upon reading and hearing the newspaper and radio station reports on wrongful acts committed by any agency, organization or individual, all state inspection organs and people's and workers' inspection committees are, within their power, dutybound and authorized to urge the organs concerned to settle or to directly consider and settle the cases themselves. If these organs are urged but fail to do so, they have the right to report the cases to the sectors' inspection or managerial organs at the higher levels for their consideration.

Meanwhile, the premier's office is dutybound to keep the premier well-informed of the situation of public opinion as reflected by the press and radio as well as to follow, observe and supervise all sectors and echelons to insure that this directive is correctly implemented.

CSO: 4209

PARTY ACTIVITIES AND GOVERNMENT

BRIEFS

CIVIL ADMINISTRATION-PARTY INTERZONE CONGRESS--According to the paper AP BAC, the party organization of the Tien Giang Provincial Civil Administration-Party Interzone [dangr boom lieen khu daan chinhs tinh tien giang] has recently held its second congress of delegates. The congress unanimously agreed that, despite difficulties and ordeals, a majority of the cadres and party members still demonstrated the determination to firmly uphold their revolutionary quality and solidarity and singlemindedness in implementing the party's line and policies. However, according to the congress, attention was not adequately paid to the party building task and cadres and party members still failed to thoroughly understand the new situation and tasks while efforts to shape and improve their viewpoints, thoughts and ideological knowledge have not yet been standardized. As for the party development task, despite the fact that unqualified members have been expelled from the party, little effort has been made in the propaganda work with effective measures to create favorable conditions for the readmission of the ousted members to the party as well as for the recruitment of new members. The congress unanimously passed the guidelines and tasks for the party organization in the days ahead, including the need to insure that there will be no weak members by 1980. [Text] [BK271705 Ho Chi Minh City Domestic Service in Vietnamese 1200 GMT 26 Nov 79 BK]

CSO: 4209

ECONOMIC PLANNING, TRADE AND FINANCE

ROLE OF DISTRICTS IN OVERALL ECONOMIC STRUCTURE DISCUSSED

Hanoi NGHIEN CUU KINH TE in Vietnamese No 4, Aug 79 pp 26-35, 45

[Article by Nguyen Dinh Nam: "About the Substance of the District Agricultural-Industrial Economic Structure"]

[Text] Districts are not basic economic units as cooperatives and state farms but rather more complex economic units in many ways. In a district we do not solely have the production structure of a production unit but the economic structure that combines many economic sectors, many production and business units, many economic components (state-operated, collective and family-run secondary economic components and the private economic component in the South) normally under the management of many echelons (central, provincial and district).

District Agricultural Production Structure

Since the district agricultural-industrial economic structure must be based on the agricultural production structure in its broad sense, i.e., to include forestry and fishery, the first important need in the building of the district agricultural-industrial structure is to determine correctly the agricultural production structure.

1. The district agricultural production sector structure, in its broad sense, reflects the proportional relationships between the sectors -- agriculture (narrow sense), forestry and fishery. Since our country has various regions, namely, the delta, midlands, highlands and coastal region, we have different kinds of districts, such as agricultural, agricultural-forestry, agricultural-fishery and agricultural-forestry-fishery districts. In a district agriculture may have a greater economic significance than forestry or fishery; in another district forestry may have greater significance than agriculture and fishery; in still another district agriculture and forestry, or agriculture and fishery may have the same economic significance.

The need for building the district agricultural production structure in various forms is:

- To determine correctly the position and contents of each sector -- agriculture, forestry or fishery.

- To make these sectors join and link together and act upon and assist one another in developing themselves.

In the highland and midland districts agriculture and forestry are closely linked together in the efforts to protect the soil from erosion, to fight flood and drought and to regulate the climate and in the mutually supporting economic relationship. Agriculture supplies forestry with grain, foods, labor and draft power. Forestry supplies agriculture with fuel, lumber and special forest products. This association also exists in every subregion and every basic production unit -- cooperative, state farm and state forest. At present, these two sectors in a number of districts are still far apart in these major aspects: in production and business, attention is beginning to be paid to agriculture while little attention is being paid to forestry, that is, attention is now paid to only about 20-40 percent of the area of agricultural land and no attention is paid to 60-80 percent of the area of forest land. As a result, as the measures to develop agriculture are taken, no attention is paid to protecting forests, which are even being destroyed instead, a fact that causes erosion, bad effects on the climate, gradual exhaustion of forest resources, a fast increase of the number of bare hills and poorer soil conditions. In planning as well as in their actual plans and leadership, many districts fail to grasp forest land, in terms of both quantity and quality, and thus encounter many difficulties in planning for afforestation in different areas. Even in organizing afforestation, attention is yet to be paid to combining the development of crop growing with that of animal husbandry, particularly in the newly-afforested areas. When they talk about developing agriculture, many districts only think of growing grain, food and industrial crops in ricefield areas and on low-grade hills and do not as yet pay attention to growing as companion crops grain, food, industrial and green-manure plants under the forest canopy and raising cattle and goats in state forests and in the cooperatives adjacent to forests. The forestry sector only plants trees to get lumber and firewood and does not as yet combine planting trees to get lumber and firewood with growing grain, food and industrial crops.

Consequently, to overcome the conflict between forestry and agriculture, to strengthen their combination, to strive to protect forests, to plant new trees to cover the bare hills and to maximize the use of forest land and forest trees to boost the quantities of agricultural products is the real need in building the agricultural-forestry structure within the agricultural-industrial economic structure of every midland and highland district.

In the coastal districts agriculture, fishery and forestry are also closely linked together. Along the coast, forests help to protect beaches and ricefields from storms and sand burying roads and fields. The sea is the source of protein-rich foods and marine products for people and animal husbandry. Agriculture supplies fishery with grain, vegetables, other products and manpower. While some districts have paid attention to exploiting and using sand, producing salt, catching fish, etc., others pay attention only to agriculture

and do not as yet exploit and use sandbanks, grow marine plants, produce salt, etc. What we must pay attention to is the fact that not only do midland and highland districts combine agriculture with forestry and coastal districts agriculture and fishery, but every district must achieve this combination. The delta and coastal districts must also develop afforestation to get protection and to obtain lumber and firewood. The midland and delta districts must also develop fish raising. Every change in one sector leads to a change in another sector and also makes the general economic structure of a district change.

2. The agricultural production sector structure, in its narrow sense, means every district must select at any price the production specialization it wants, that is, the major crops to grow, the major animals to raise and how many, and consider its strength for producing the most products and commodities. Avoid the situation in which the production structure is scattered among the sectors, which makes the use of labor and means of production scattered and divided, reduces the volume of products and commodities and leads to self-sufficiency and self-supplying of the small-scale production kind. The specialized production of the district is different from that of the cooperative or state farm since the number of specialized sectors is greater.

The district's specialized production sectors must be in conformity with the provincial and central economic development. Therefore, depending on the zoning as decided by the provincial and central echelons and on the economic natural conditions of each locality the specialized production sectors of individual districts are different. For instance, Nam Ninh (Ha Nam Ninh), a delta district, decides that its two principal sectors are rice growing and hog raising. Through these years rice crops account for about 84 percent of the cultivated area and more than 58 percent of the value of gross output and value of commodity production; the more than 90,000 hogs it raises account for more than 35 percent of the value of commodity production. Thanh Tri District, which lies on the Hanoi food belt, decides that the two principal sectors are vegetables growing and hog raising. Song Lo (Vinh Phu) is a midland district that takes tea growing and animal husbandry as its two principal sectors.

The key rice-growing zone districts must highly concentrate on reaching the highest volume of production, commodity production and labor productivity in rice production. The food zone districts must concentrate on stepping up production of vegetables, meats, eggs, etc. to supply the city with the largest quantities of foods at low production costs and with high labor productivity. The agricultural raw materials zone districts must concentrate on producing more agricultural raw materials to supply to industry. This is a matter of principle. Failing to develop their strength, the districts will fall into the kind of self-sufficient and self-supplying small-scale production.

At present, in the districts' agricultural production structure, the divisive and scattered situation still prevails; the degree of concentration and specialization is still low; the volume of production and ratio of commodities of the main sector remain low. This situation also exists in the key rice-growing zone districts being known for having long traditions of their own.

The data collected in 2 years (1976-1977) in 20 key rice-growing districts in the North clearly point to that situation:

Percentage of rice as commodity			Average per capita grain production in paddy equivalent		
Over 25 percent	2 districts		Over 400 kg/person	2 districts	
20-24 -	5 -		350-399 -	4 -	
16-19 -	3 -		300-349 -	3 -	
10-14 -	7 -		250-299 -	6 -	
Under 10 -	3 -		Under 250 -	5 -	

In planning for building the districts' economic structure, in the initial period attention must first be paid to raising the capacity of production in terms of specialization, concentration, cooperation and intensive cultivation. On this basis, there must be investment policy of concentration of capital, technical materials and cadres; price and purchase policy; and grain policy that create favorable conditions for districts to produce the most agricultural products and commodities for society and lead to basic changes in their agricultural production structure. To be able to build and develop key rice- and subsidiary food crop-growing districts reaching a high level of intensive cultivation will create a real change in the grain supply situation. And from there we can create changes in animal husbandry, industrial and food crops, forests, marine products, etc.

In every district specialized production must be combined with general development. In the latter we must strive to maintain a balance between crop growing and animal husbandry as a solid base to ensure a steady development of its agriculture. A common situation that has lasted for several years in the districts is the shortage of fertilizers and draft power in the crop growing sector and the shortage of feed in animal husbandry, which mean productivity, crop yield, size of herds and products of animal husbandry increase slowly and become unstable.

In order to maintain a balance between crop growing and animal husbandry we must have a great change in the base of feed for animal husbandry and the base of fertilizer for crop growing. Since the resolution of the 2nd Plenum of the VCP Central Committee, 4th term, has set 10-15 percent of the area to be put aside for animal husbandry, all districts must be able to determine what crops to grow to obtain feed, where to concentrate on production and how to organize processing, distribution and use to obtain the highest economic results. In the delta districts there must be active measures to switch from using paddy to using subsidiary foods as feed and to fully use the secondary products of crop growing and the food industry while still promoting good development of animal husbandry. Avoid the situation as it exists today in which good rice-growing land is used to grow feed-yielding crops for animal husbandry. Use in the most effective manner the share of grain production put aside for domestic animals. In addition to using a part of the feed for hog raising, encourage the assigning of quotas to the families that are capable of taking part in collective hog raising.

In order to resolve the problem of maintaining a balance between crop growing and animal husbandry, what we must pay attention to is to determine a rational pattern for animal husbandry. So far we have paid much attention only to hog raising. But hog raising requires quite a large volume of grain, which is now in very short supply. Therefore, as we continue to develop hog raising, we must pay more attention to developing cattle raising (which does not depend much on grain supply but on grassland). The poor rice-growing land should be used to grow grass, with selection of the varieties of grass that offer high yield -- 200-300 tons per hectare per year. The early reality indicates that raising cattle offers good prospects for boosting the production of meats and milk.

The fact that specialized production must go hand in hand with general development to form a rational production structure is a complex matter that demand that every district pay attention to the following needs:

- Ensure good development for the specialized production sector. For instance, in the districts that are specialized in grain production, we must strongly develop all kinds of subsidiary food crops and animal husbandry to get fertilizers and draft power and grow green manure crops. To organize a certain sector only to lead to seizing land, labor, fertilizers and materials of the main sector is something we should not do.

- Ensure rational use of land to bring about the greatest economic results. For instance, in a field of perennial plants we can grow short-term plants as a companion crop; in a field of manioc or sugar cane we can grow leguminous plants as a companion crop to improve the soil, to obtain additional products, etc.

- Use properly the source of labor. Under the present technical conditions, normally the specialized production sector needs about 50 percent of the labor in agriculture. Therefore, develop additional crops, animals and other occupations so as to fully use the source of labor and to create more products to serve production and to satisfy the people's consumption.

3. The structure of the districts' agricultural production subregions is represented by the relationships among the specialized production subregions on the district plane. The process of forming and developing the production structure in a district is closely linked with the process of forming production subregions in the same district. Without these specialized agricultural production subregions districts cannot go into specialized production.

In reality there are two ways to arrange about crops and domestic animals being raised on the district territory. One is to let every cooperative in a district grow the same crops and raise the same animals as what the district itself grows and raises. Every cooperative must grow and raise all of the crops and animals of the district. This is the way of arrangement in the style of scattered, self-sufficient and self-supplied small-scale production. The other way is to arrange the crops and animals in a concentrated manner in accordance with individual specialized subregions. This way allows a

broadening of labor cooperation and division on a large scale among the subregions in a district and a close union of the production subregions and units, thus avoiding the phenomena of being factionalist, closely guarded and uncoordinated and causing excessive waste that have existed for many years in the districts. Furthermore, it allows the application of technical progresses, the gradual building of the material and technical bases serving production and the standard of living within the districts in accordance with different economic-technical centers and the creation of favorable conditions for industry to act directly on agriculture.

The forms, quantities, scope and nature of the production subregions in each district depend on its production structure, soil conditions, climate, hydrographic capability, water conservancy and other material and technical bases. Normally, when a district specializes the production of a crop, it must first determine the specialized subregions that produce this crop. Other subregions mainly serve the specialized production subregions to promote the best development. For instance, the district that specializes rice production must determine the number and size of the subregions that practice a high degree of intensive rice cultivation. The task of the rice production subregions is to ensure satisfying the need for paddy of production and the people in the subregions and supporting other subregions in the district and to obtain a large volume of paddy-commodity in order to fulfill its obligation toward the state. The concentrated production subregions that specialize other crops will support other products needed for production and the standard of living in the rice-growing subregions, which they do not have or have only in insufficient quantities (such as feed, vegetables, meats and other consumer goods).

Currently some districts are gradually building specialized production subregions: Tho Xuan District (Thanh Hoa) is forming a sugar cane subregion, a subsidiary food crop subregion on the river banks and different rice subregions; Nam Ninh District (Ha Nam Ninh) a subsidiary food crop subregion, an industrial crop subregion and 10-ton, 8.5-ton and 8-ton rice subregions; Quynh Lau District (Nghe Tinh) peanut, rice, industrial crop, fruit tree and salt-making subregions; Tan Lac District (Ha Son Binh) rice, concentrated subsidiary food, orange, pineapple, pasture for animal husbandry and afforesting subregions. Dong Anh District (in the rural area of Hanoi) in its overall plan foresees the formation of the following specialized production subregions:

Structure of subregions of Dong Anh District (as planned until 1965)

	Vegetables	Feed	Rice
- Number of cooperatives	2	16	5
- Area under crop (in hectares)	900	6,861	2,858
- Area of cultivable land (in hectares)	2,259	14,761	5,886
With the following accounting for:			
Vegetables, legumes	31.8%	-	-
Grain	60 %	43.2%	89%
Other crops	8.2%	14.5%	11%
Feed		42.3%	
- Number of collectively-raised hogs	4,000	12,000	14,000

The vegetables subregion has the task of supplying the city with the largest quantities of vegetables; the city will in turn supply it with grain proportional to the quantities of vegetables it sells to the city. The rice subregion has the task of practicing to a high degree intensive rice cultivation and, in addition to its own consumption share, supporting other subregions with its supply of grain. The feed subregion ensures the largest supply of feed to hog raising and providing the feed-processing plants with an important amount of raw materials. In addition to the hogs raised by families, the district will arrange to have the collective herd raised by 14 cooperatives where conditions for raising hogs are good -- 5 cooperatives will raise 3,000 hogs each, 5 cooperatives 2,000 and 4 cooperatives 1,000 each.

As we did general planning for many districts, we have observed the following:

- The forms of specialized production subregions in the districts are different. Some districts have only one form. For instance, in some key rice-growing districts there only are specialized rice production subregions having different production capabilities (different degrees of intensive cultivation and commodity percentages). Other districts have a number of forms like rice subregions, subsidiary food crop or industrial crop subregions, salt and fish subregions and forest subregions. The districts that have many forms of subregions usually have complex climatic, soil and economic conditions.

- The nature of the specialized production subregions in the districts is also different. Some subregions are located completely within a district; others lie in many districts (interdistrict subregions). This fact affects the arrangement of production and the building of the material and technical base that serves production and the standard of living. Here we need a tight leadership provided by the provincial and central sectors to ensure the unified and concentrated character that suits the natural economic conditions of the districts.

- The size of the subregions in a district may not be the same as a subregion covers four or five cooperatives or more or less. This depends on the natural and economic conditions of each district.

- On the basis of defining the specialized production subregions, the districts create various forms of basic production units. Normally these units have the production guidelines and tasks suitable for the direction of production adopted by the subregion where they are located.

Combining Industry With Agriculture

Combining industry with agriculture in the district on the one hand leads to the formation of the industrial structure in the district and on the other hand perfects the district's economic structure by making agriculture gradually adopt the style of industrial production.

a. Industry serving the development of agricultural production: In the district, in the initial period, agricultural production is the principal one. Industry must first and primarily serve the development of agriculture.

For the districts specialized in agricultural production, the effort to combine industry with agriculture normally is reflected first in the water conservancy process. Industry acts on flood and drought control and scientific watering and drainage. Therefore, we must ensure sufficient supply of building materials for the construction of sluice and dam networks and all the necessary tools for the digging and building of canals, ditches, pump systems, etc.

Industry must equip agriculture with a system of rudimentary, improved, semi-mechanized and mechanized tools to help carry out production jobs with higher labor productivity. In a number of districts, industry has contributed to keeping crop planting on schedule, extending the under-crop and cultivable areas and boosting crop yields. However, so far in many districts industry has not yet equipped the agricultural laborers with enough simple and improved farm implements*; the quality of farm implements and machinery in general is poor and unsuitable for the crop growing conditions in individual areas. For many years the machines that were acquired for agriculture were scattered in several districts and among several cooperatives in each district, thus lowering the economic results of mechanization in agriculture. On the other hand, agriculture has not created the necessary conditions to introduce machinery to the ricefields more conveniently. On the district level, the arrangement for crops and animals remains scattered; people live intermingled on the fields; the reconstruction of roads, bridges and the fields has not been enough to guarantee efficient operation of machinery.

The lack of a close link between industry and agriculture is also reflected in the fact that mechanization from the beginning has not concentrated on the water conservancy effort, hence, there has been a shortage of pumps, gasoline and oil and materials needed for timely construction of water conservancy works. In many districts, including the ones serving as mechanization pilot project, agriculture and industry have not yet been closely linked together, a fact that clearly indicates that mechanized labor and manual labor have not yet been combined and that mechanized equipment is far from being synchronized**. New complicated problems tend to arise from this situation:

In the economic aspect, although industry introduces machinery, agriculture fails to liberate labor in order to create a new division of labor. As a result, the social labor productivity does not increase. In the technical aspect, although industry introduces machinery, in a number of districts the techniques having to do with ricefields, water, fertilizers, seeds and machine operation are not guaranteed, which affects the output of machines and prevents crop yields from increasing.

* In many districts one agricultural laborer has an average of .6-.7 tools; in many Red River delta districts there is one improved rake for every 5-6 laborers, only .7-.8 harrows per draft animal in some localities, etc.

** Mechanization currently concentrates only on soil preparation, accounting for about 20 percent of the number of man-days, with other jobs like seedling-planting, plant care and harvesting accounting for 30, 20 and 20 percent, respectively.

The weakest aspect of the combining effort is the lack of a good network of installations producing and repairing farm implements and machinery in many districts. Dong Anh District (in rural Hanoi) has 147 electric pumps, 60 hydraulic pumps, 298 rice threshers, 64 mills, 23 grinders, 11 stable-washing machines, 7 insecticide sprays and nearly 600 electric motors of all kinds, and yet throughout the district there is not even a single center for repair, maintenance of machines and for providing guidance about remaining and using machines; as to its facilities providing repairs of farm implements, they are too few, operate irregularly and have no clear-cut tasks. We must overcome this weakness. We must have installations that produce sufficient quantities of simple tools and improved farm implements and a network of installations repairing farm implements and machinery. The repair enterprises are placed under the direct leadership of the district and serve the entire district. In every subregion repair stations should be set up, perhaps in the form of a joint business among some production units in the subregion. Every cooperative and state farm must have its repair team or shop. We also need mobile repair teams of the district to go to any cooperative to repair broken machines which it cannot fix. Repair installations must be equipped with the necessary machines, equipment, parts and materials. In the districts that have agricultural machine stations, the facilities of these stations can be used for repairs of machines. But it is not absolutely necessary that all districts have their own machine shops.

To step up the practice of intensive cultivation, industry must supply chemical fertilizers, particularly phosphate fertilizer, ground apatite and lime, and coal as fuel to extend the area of plowing. In the initial period, industry in the district must actively contribute to stepping up the production of organic fertilizer and green manure (duckweed, sesbania, etc.), preparing good stable manure and making appropriate tools to exploit various sources of fertilizer in the area (alluvial water, etc.).

In a number of districts subsidiary food-processing installations are being set up. In many districts since this job has been too poorly done, it has hampered the development of agricultural production and led to excessive waste of farm products being left rotten. To develop the processing industry and storage of farm products becomes an important and urgent need. The structure of the farm products-processing industry in each district is different as it depends on the agricultural production structure of the district. For instance, in a district that produces large quantities of grain, we must pay attention to organizing the industry and handicrafts that handle processing and storage of subsidiary food crops; in the districts that produce large quantities of fruits, we must organize the industry and handicrafts that handle processing and storage of fruits.

In the process of making animal husbandry a major production sector, we must pay attention to processing of feed organized in the industrial style so as to save raw materials and to guarantee the quality of the feed. On the district level, we must have a network of processing installations producing feed for domestic animals and consisting of installations of different sizes and technical capabilities. For instance, in a district or a group of districts,

there is a processing enterprise concentrating on producing mixed feed and getting its raw materials from the subregions specialized in feed production. As the district produces feed, the province tries to be self-sufficient in the supply of protein-rich feed. The districts that cannot produce its own feed get from the province protein-rich feed and feed supplements and vitamins. Mixed feed is supplied first to the district's breeding farms and to the large animal-raising cooperatives and animal farms. On the district level, there are feed-processing installations located in production subregions and organized as jointly-operated processing centers serving the cooperatives; the state can provide them with capital, technical assistance and cadres. In every cooperative there are roughage- and green fodder-processing teams. In the present situation, the district must pay special attention to organizing processing and storage of subsidiary food crops by combining large, intermediate and small scales and modern, improved and rudimentary capacities. The large-scale installations equipped with modern technical means can serve many districts at the same time. In order to acquire the large processing installations having high technical capacity, we must absolutely create subregions that concentrate on growing subsidiary food crops and producing raw materials for making livestock feed.

b. Industry serving capital construction and the development of communications and transportation: Each district must build many works that serve production and the standard of living. These works are divided into many types: the type that is common for an entire district; the type that serves a certain subregion, cooperative or state farm; and the type that serves each family. In order to satisfy the above need, there must be in each district large quantities of building materials (bricks, tiles, limestone, stone, cement, lumber, etc.). At present, many districts have already acquired a base for production of building materials. Depending on the available resources and the level of their technical equipment, the scope of development of production of building materials is not the same in all districts. Generally speaking, at present each district has a number of state enterprises producing each year about 3-8 million bricks and from 400,000 to 500,000 tiles. In addition, there are handicraft cooperatives specialized in making bricks and tiles. Many agricultural cooperatives have also organized bricks and tiles-making teams. Thuy Lam Cooperative (Dong Anh District), for instance, has produced about 6-7 million bricks and tiles per year, enough to satisfy its own need and also that of a number of other cooperatives, work sites and enterprises. The building of kilns for the making of bricks and tiles in every agricultural cooperative under specific conditions is necessary to fully use the available land and labor resources along with the effort to transform the crop land. We must gradually enter large-scale concentrated production in order to apply technical progress, to save land and fuel, to reduce transportation costs and to raise the quality of products. In addition to producing building materials, every district must also organize capital construction units to build roads and houses for the common use of the district and every cooperative must have its own capital construction team.

Specialized and concentrated production requires that the volume of materials and products to be transported be greatly increased. For instance, under the

conditions of small-scale animal husbandry, each installation supplies its own breeders and feed, but as production is specialized and concentrated, raw materials must be transported to the feed-processing facilities and feed and breeders to the animal husbandry installations. The practice of intensive cultivation also requires a large volume of materials and products to be transported. If there is no guarantee about communications and transportation, it will affect the development of production. Agriculture cannot move toward large-scale production if it still maintains the same communications network and the manual scattered means of transportation of the type of small-scale production. There must be a change in the structure of communications and transportation, in which there are the effects of industry on its means. In the initial period there must be a close combination of the kinds of rudimentary, improved and modern means and between water and land transportation. On the basis of the volume and type of transportation needs in the district, we must transform the communications network and means of transportation, build and consolidate the professional and semiprofessional transport organizations, provide the necessary means of transportation and closely combine the transportation forces of the district in general and the individual production and circulation units*.

c. Industry serving consumption and export: In a number of districts having traditional occupations, the people have manufactured a number of products -- metal articles (knives, scissors, files, locks, etc.), embroideries, knitted and cotton materials, garments, wooden furniture, etc. -- to satisfy an important part of the districts' needs and, in addition, to supply to other districts and provinces or to serve export, thus contributing to the overall balance in society, which must be encouraged. For instance, Nam Ninh District (Ha Nam Ninh Province), with its fully-developed consumer goods-producing industry and handicrafts selling products outside of the district, has 3 cooperatives making bicycle parts; 1 cooperative producing containers for watering vegetables and other metal articles; 14 textile cooperatives making towels, mosquito net materials and rugs for export; and even cooperatives that make garments, glasswares, hats, etc.

In many other districts, many needs of the people for such things as soft drinks, foods made from vegetables, utensils for use in the home, school supplies for learning and recreation, etc. have not yet been satisfied. The main reason is that those districts failed to closely combine agriculture with artisan industry and handicrafts in order to fully exploit their own resources, land, abundant sources of labor and other productive capabilities.

* Hung Ha District (Thai Binh Province) has organized 2 professional transport cooperatives having, for the land routes, 81 laborers, 20 ox-drawn carts, 5 horse-drawn carts, 13 goods-carrying vehicles and carrying from 158,000 to 160,000 ton/kilometers per year. For the water routes it has 101 laborers and 58 transport junks and carries from 13,000 to 15,000 tons of goods per year. Of 31 agricultural cooperatives 28 have organized transport units, with 514 ox-drawn carts and 265 tons of means of water transportation and with each cooperative having about 400 improved vehicles in average.

On the basis of the situation of raw materials and its own production habits, every district must organize consumer goods-producing installations of different sizes and technical capabilities. Some installations are meaningful for the entire district or province; others are meaningful for a certain subregion; still others are meaningful for only an agricultural cooperative, state farm, state forest or enterprise. All of these installations create a network of industrial and particularly handicraft installations that produce consumer goods for the people in the district and for contributing to export. On the basis of the above analysis, we can visualize the general industrial structure of each district, which varies with its actual situation. But the current effort to combine industry with agriculture on the district level goes beyond the above-mentioned effects. It reflects the following:

1. Arrangement of industry and towns in the district. In a number of districts there are many central and provincial enterprises going along with the new relationships between agriculture and industry. Agriculture must produce foods to supply to the nonagricultural population and supply the industrial processing enterprises with farm products to use as their raw materials. On the other hand, industry must rely on the machinery and equipment base, technical workers and discarded and secondary products of factories to serve the economy and living conditions in the districts. In reality, presently these districts are encountering many difficulties because their industry lack agricultural raw materials and their nonagricultural population lacks vegetables, fruits, meats, eggs, etc. since agriculture does not guarantee their supply and industry has not acted considerably on agriculture. For instance, Dong Anh District has 15 central state industrial enterprises and 8 municipal state industrial enterprises, but these enterprises do not lend much support to agriculture; on the other hand, its agriculture does not supply enough vegetables, fruits, eggs, meats and fish to nearly 40,000 nonagricultural people, who are mostly workers and civil servants. Phong Chau District (Vinh Phu Province) has eight central factories and six provincial enterprises. But these installations do not as yet exert any considerable effects on production and repair of farm implements and machinery in the district. Every year large quantities of discarded and secondary products of these installations are left unused although they can be turned into unbaked bricks, tools for use in the homes and fertilizers. In Song Lo District in Vinh Phu Province, its 2 tea processing plants are operated at 50 percent of their capacity because of lack of raw materials.

This reality requires that, as we build the agricultural-industrial district, the above-mentioned enterprises be made to act positively on the formation and development of the district economic structure.

2. Good guarantee of circulation and distribution. A change in the district production structure leads to a change in the circulation and distribution structure; on the other hand, as the circulation and distribution structure changes, it will have positive effects on the production structure. And finally, both structures are closely linked together and help to create the district agricultural-industrial economic structure. Therefore, as we evaluate the rationality of the organization and management of such sectors as

circulation-distribution, finance, banking, supply of materials and consumption of products, we must judge whether they exert any positive effects on developing production and improving the standard of living. On that basis we can think about the scope, form and method of organizing the management of these sectors within the district.

As the districts go into production based on intensive and specialized cultivation, they must on the one hand supply more and more materials of various kinds in considerable volume and deliver them fully and in time in accordance with the production plans for different crops and animals to be raised. In a number of districts they are applying with good results the method of sending materials directly to the cooperatives and thus saving a lot of transportation and storage expenses. However, in other districts this matter has not been properly resolved yet. On the other hand, the districts that go into concentrated and specialized production are required to consume products in time, particularly the products that can be easily damaged, can easily lose their good quality and are cumbersome. We must have rational purchase and price policies so as to encourage the basic units to produce actively.

3. The effects of industry on agriculture within the district. These effects do not limit themselves within providing a progressive system of material and technical bases to obtain high labor productivity, but they must also create a change in the method of organizing production and management of agriculture in the industrial style, for the purpose of destroying the small-scale production style, which is divisive, spontaneous, tightly closed as in a community, as practiced in each basic unit and switching to concentrated and specialized production based on cooperation and association, which permits the exploitation of every potential to develop production and to improve the standard of living.

The method of management in the industrial style within the district is reflected in these fundamental factors:

Through planning, the district assumes leadership over production and business in accordance with economic and technical norms and standards and with production procedures and programs having a scientific base, with close combination of sector-based management with territory-based management, central with local production units, state with collective enterprises, production with circulation-transportation and processing, and production with the standard of living, thus establishing a system of economic solidarity among the basic economic units and within every economic unit.

Through leadership over economic accounting, the district invests capital, materials and labor in the most effective manner in sectors, production and circulation units.

Through the application of economic levers in connection with investment, prices, purchase and distribution and wages, the district encourages units and laborers to step up production. To manage agriculture in the industrial style requires that on the district level we organize an economic information

network that reflects in a complete, accurate and timely manner the economic activities that take place in different periods and in every production and circulation unit and, from there, be capable of keeping track, controlling and recommending in time appropriate policies and measures. The large districts having complex production conditions must pay special attention to this factor.

Basic Economic Unit Structure

To build districts to become the final agricultural-industrial economic units is reflected in building the district economy with a structure consisting of many basic agricultural, industrial and handicraft production units and circulation and distribution units belonging to different sectors and economic components but remaining linked together on the district level. This structure normally covers a total of unit systems as follows:

- System of farm commodities-producing installations consisting of cooperatives (state farms, state forests, fishing cooperatives, etc.) producing farm, forest and marine products to satisfy the needs of both the district and society. This system of enterprises reflects most obviously the district's specialized production capacity and plays a major part in the area, capital, labor and products structures of the district. Therefore, we must correctly determine the forms of production along the line of further raising the levels of specialization, concentration and intensive production of these enterprises in the district's specialized production subregions.

- System of industrial production installations consisting of industrial enterprises, specialized artisan industry and handicraft cooperatives and handicraft teams in agricultural cooperatives. This system reflects the role of industry as it acts on agriculture in the effort to serve the living conditions and export on the district level.

- System of production installations supplying crop seeds. The size and form of organization of these installations depend on the need for and nature of different varieties of crops. For instance, as to the varieties that are greatly needed and serve the principal production sector of the district or outside of the district, the district can set up farms and a number of cooperatives specialized in producing seeds (rice seeds, corn seeds, green manure plant cuttings, etc.). These cooperatives must be equipped with the material and technical bases necessary for selection of seeds, protection of plants, etc. But as to the varieties that are not in great demand, it can organize a number of units specialized in seed production in the main-crop production cooperatives.

- System of production installations providing animals for raising. As to the hog breeds that are in great demand and difficult to transport, the district can arrange to have a number of cooperatives and state animal farms supply breeding hogs to the cooperatives that raise meat hogs. These cooperatives and breeding farms must be equipped with the material and technical bases necessary for veterinary care, artificial insemination, feed processing,

etc. If conditions permit, try to distribute the seeds-producing installations relatively evenly throughout the district so as to save in transportation costs and to reduce losses of breeding hogs.

In the initial period, in order to guarantee enough supply of breeding animals the district must closely combine many forms of production of breeders -- families of cooperative members, cooperatives in charge of producing both breeders and meats and the district's breeding farms. Later move toward setting up specialized breeders-producing installations.

- System of stations and farms doing various jobs in the production process. Veterinary stations and plant protection stations working for the prevention and control of diseases of domestic animals and harmful insects are organized in the manner of a network that runs from the district to subregions and then cooperatives, state farms and state forests.

In addition, we also must think of setting up in every district, particularly the ones having large and complex land area, an agricultural chemistry and soil improvement station to assist and guide cooperatives and state farms in analyzing and improving the soil and applying fertilizers to various crops in different subregions.

The function and task of water-conservancy-in-farming stations serving cooperative units and state farms with respect to watering and drainage, which are organized by each district, must be clearly defined so as to guarantee that watering and drainage be done smoothly. In the initial period, it is not absolutely necessary that all districts have their own agricultural machine stations. We should build such stations only in the key grain and food production districts that supply society with a lot of commodities, the districts that are located in the areas of concentrated cultivation of industrial crops and the districts that must open lots of new land and yet lack manual labor and must rely on the support of the mechanized force.

- System of circulation installations consisting of stations and stores that supply materials and purchase farm products and retail stores that sell handicraft products to the people.

The above basic units are arranged on the district level in two ways of parallel existence. The ones that serve the entire district are mainly located in district capitals and include power transformer stations, agricultural machine stations, agricultural chemistry and soil improvement stations, insemination stations, veterinary stations, plant protection stations, level-2 hog breeding farms, machine repair enterprises, materials stations and afterwards the electric power, water supply, trade facilities, etc. Other basic production units serving specific specialized production subregions will be located in economic-technical centers* and normally will serve the basic units located in these subregions.

* Currently they are usually called economic-technical clusters.

Each economic-technical center generally can consist of the following material and technical bases: farm implement and machinery repair installations, farm products-processing stations (milling rice, processing subsidiary food crops, processing livestock feed), plant protection teams, agricultural chemistry and soil improvement teams, veterinary and artificial insemination teams, power transformer stations and materials and farm products-purchasing stores. In the districts that have tractor stations, there are tractor units. Combine and arrange the electric power and water supply facilities and welfare works that serve all cooperatives in such a way as to save invested capital and at the same time to create good welfare installations. When we build economic-technical centers, we must pay attention to the following matters:

- Normally in every specialized production subregion there is an economic-technical center serving the subregion. However, in large subregions there can be a few economic-technical centers and, on the other hand, one economic-technical center can serve a number of small subregions. Combine the district's common economic-technical centers that serve also the subregions located close to the district capital.
- The material and technical base of the economic-technical center is built to serve first production of a subregion and at the same time to be combined with serving the people's living conditions. Since the production needs of subregions are not the same, the material bases of the centers can also be different.
- In the initial period, fully use to the highest degree the existing works and housing facilities to build the material and technical bases. Rely on the resources and working power of the cooperatives in a subregion to build new facilities. If necessary, there must be support from the district and province.
- The final structure and job of economic-technical centers are not permanent but rather dependent on the need for production development and technical progress of each district in each period. Therefore, when we build these centers, we must rely on the district's overall plan and closely combine the immediate and long-term needs and capabilities, for the purpose of making an earlier construction the prerequisite of a later construction, which supplements and perfects the earlier one. Only by so doing can we avoid the phenomenon of destroying and building at the same time and causing waste.
- Economic-technical centers are not a leadership echelon, let alone an intermediary echelon. Therefore, do not turn the execution of leadership of the district delegates in a number of managerial jobs with respect to the cooperatives in the cluster into a leadership echelon. Cooperatives are under the direct management of only one echelon, which is the district echelon.

All of the above basic units are closely arranged together in a unified agricultural and industrial economic structure in the district and must:

- Originate from the production and business needs and from actual conditions in order to exploit fully all land, climatic and labor resources, means of production and every productive capacity in the district.

- Overcome every spontaneous factionalist and closely guarded activity in the basic units to avoid negative effects on production and to protect the district's environment (rivers, forests, sea and air).

- Build in a rational manner the final infrastructure that serves the basic units and people on the district level and create favorable conditions for the district's economy to gradually raise the degree of uniformity throughout the district.

- Create the most favorable conditions for labor cooperation and division among the basic units in the district, for the purpose of making all production and business activities of all units develop in a smooth way.

- Fully use all discarded and secondary products, output of machines and seasonal labor of the district's installations so as to create more material wealth for society and to serve the standard of living.

The above objective needs require that we pay attention to a number of actual problems while we organize, distribute and manage the basic units in the district:

When we organize a basic unit in the district, we must necessarily put it within the district's unified economic structure, that is, it must suit the district's production guidelines and tasks.

As arrangement is made, pay attention to the supporting relationships among the units so as to make the processes of production, transportation, processing, exchange and consumption more favorable. Here think of the state of balance achieved within one or several districts. For instance, depending on conditions, a sugar refinery can have balanced supply within one district, or can get its raw materials from many cooperatives and state farms in a number of districts. Avoid the situation in which a district's processing enterprise does not receive enough raw materials while the district's raw materials are supplied to the farther enterprises or the central and provincial authorities build an additional processing plant in the district while its other processing enterprises still do not receive enough raw materials, a situation that causes unnecessary expenses.

Also avoid the phenomenon of state farms holding quite a great deal of crop-growing area in the district and processing plants operating mainly with the district's farm products-raw materials but remaining unattached to its economic structure.

The basic units, no matter whether they are of central or provincial level, are located in the district and thus linked with its production and business; when they build and organize production, they must comply with its territorial

plan to avoid duplication and contradictions and not to cause waste of land, labor, other means of production and products, and pollution of the environment.

The relationships of management between districts and basic units in the economic structure take place in the following manner: cooperatives, state farms, state forests, industrial enterprises, stations, farms and stores are production and business units and practice independent economic accounting as a juridical person. These units maintain the relationships of cooperation and labor division among themselves through the district's zoning, projects and common plans and through economic contracts that they sign directly between themselves for production and business. The district relies on the functions committees and sector management committees to assume direct leadership over these production and business units, but the district is not an economic accounting unit.

At present, some districts for the first time organize joint business. This is a form of organizing production as a number of cooperatives voluntarily contribute capital, labor and technical knowhow to do business in a certain sector, which they cannot do single-handedly. In the joint business economic accounting is done, but mainly it is done in each cooperative.

Later when the productive force is more developed, every district can organize many different joint businesses, such as the ones about making building materials, processing farm products, etc. Joint businesses can deal in one or many things and can be among a few or several cooperatives. This type of joint business permits us to go more and more into specialized, concentrated and intensive production, thus saving invested capital and labor and being appropriate for the conditions requiring our agriculture to move forward from small-scale production. And then from the form of joint business we can move toward the form of enterprise union based on sector (from agricultural production to processing to get finished products), such as tea enterprise union, sugar cane-sugar enterprise union, etc. By the time we come to this period, the economic structure, the scope of the economy, the level of the district's material and technical base and the method of organizing management will have undergone many changes.

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ECONOMIC PLANNING, TRADE AND FINANCE

INITIAL IDEAS ABOUT MANAGEMENT WITHOUT SHOP LEVEL OFFERED

Hanoi NGHIEN CUU KINH TE in Vietnamese No 4, Aug 79 pp 19-25

[Article by Research Group¹: "Changing the Production Management of Enterprises to a Structure Without the Shop Level"]

[Text] One of the important contents of the organization of production and management in an enterprise is to correctly determine and gradually perfect the production structure and, therefrom, to determine the appropriate management structure for the enterprise.

In our country, as early as in 1969-1970, specifically in their plan to improve management of state industrial enterprises, the VCP Secretariat and Council of Ministers raised the question of adopting the management structure without the shop level to let production teams deal directly with enterprises without the presence of shops or sectors.

After a period of time in which a number of state industrial enterprises served in a pilot project, we bring you some initial ideas about this matter.

Conditions for the Change

The organization of production in the industrial enterprises is the combination of the measures to make sure the production process is conducted in a balanced, smooth and continuous manner and achieves good economic results. It includes determining the production guidelines and tasks, building the production structure and determining the relationships inside and outside of the enterprises, as well as the relationships between the latter and the localities and territorial regions. Therefore, building a rational production structure is one of the first tasks of organizing production and an important premise for building a rational management structure in the industrial enterprises. The state industrial enterprise statutes clearly state that "the enterprises must permanently care about improving organization of production; rationally arranging shops, sectors and production teams; and organizing the assembly line and dividing the segments of production in a balanced manner."²

The enterprise production structure reflects the scope, quantities and size of the production components, shops, sectors, work places and production relationships between these components of an enterprise. Depending on the scope and economic and technical characteristics of an enterprise in a given period, an appropriate production structure can be selected.³

A current tendency in the industrial enterprises is the fact that they try to select the production structure and the management structure without the shop level. The strengths of this kind of structure are that the production leadership system is simplified, orders are guaranteed to be transmitted quickly and readily, the intermediate stages are reduced and the managerial machinery is made less cumbersome while the efficiency of the latter is strengthened. The management structure without the shop level is applicable with the greatest results to those enterprises where production components are organized in accordance with the principle of objects (each component only produces one kind of product), for in production itself there has been a reduction of technical relationships, the volume of moderating work, as well as the cooperative relationships among all components in terms of manufacturing techniques. However, in another case, if we have rational division of work with respect to production specialization and cooperation among the components in the manufacturing process, we can also apply the management structure without the shop level.

Generally speaking, we need the following conditions to switch to the management structure without the shop level in an effective manner:

First, the production components are organized in accordance with the principle of objects or on the basis of technical characteristics and the production process is divided into industrial stages with the line of relationship between them being made as short as possible, while the degree of production specialization and cooperation among the components is to be determined in a rational manner. This is the way adopted by the Hanoi Brewery. Second, the size of the enterprise, hence, the size of its production components, is not too big. While the capabilities of our cadres are still limited, if the production components are too big, the production command will encounter many difficulties. Therefore, in practice, how widely can we apply the management structure without the shop level depends on raising the capabilities of managing cadres and providing the necessary means of management.⁴ At present, with 400-500 workers the Hanoi Brewery like many other enterprises are totally capable of adopting the management structure without the shop level. Third, decentralize management in a rational manner; build the production command statutes on the basis of emphasizing individual responsibilities and close relationships among components (production and management) in the handling of economic and technical matters; at the same time, determine the number of components under the supervision of one person in a correct and clear-cut manner. Fourth, all offices and committees must improve their working methods, change the work pattern with respect to the production components (plan assignment, economic accounting, analyses of economic activities, etc.) and change their work behavior, namely, remaining close to production, closely combining the production guidance system with the functions management system.

Fifth, carry on advanced training to raise the knowledge of management cadres, mostly production leadership cadres like foremen and production team leaders; this training, with realistic contents, must provide them with the necessary knowledges to be able to handle any problems that arise from the production process.

Experiment in Hanoi Brewery

For many years the organization of production and management of the Hanoi Brewery had been structured as that of an enterprise having different shops. To a definite degree it had achieved decentralization of production leadership to lighten the work load of the vice director in charge of production and technical matters, shop supervisors and production team leaders in order to let them concentrate on production and production leadership within the scope of decentralization. However, that production command system still showed weaknesses.

1. It was divisive because there still remained many levels, which directly affected the transmitting of instructions and orders and the verification of the results of compliance with the director's orders. In some cases, since there had been a lack of unified leadership methods, the production cooperation relationships within the enterprise were not fully carried out. Consequently, it had not created favorable conditions for a serious and absolute adoption of the system of chiefs.

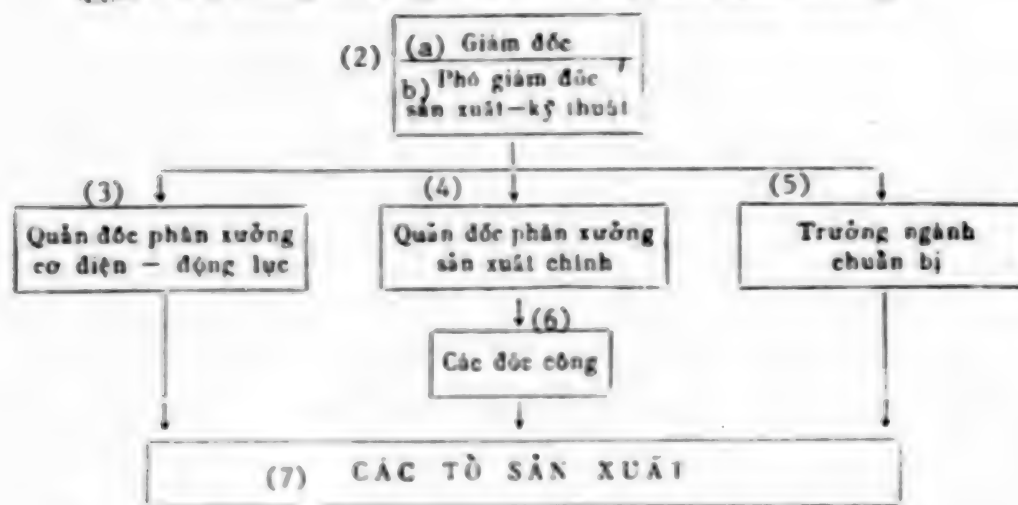
2. When trouble developed, the needs arising from the production realities were not satisfied in time since they had to go through many levels, with delays in some cases, which directly affected the production process; for instance, when machinery had minor breakdowns, because of the long way the news of these breakdowns had to go through, repairs were delayed, which should not be in the first place, or when there were surpluses or shortages of raw materials, production had to be stopped to wait for discussions and negotiations through many echelons to be completed; lower-level cadres had the tendency to rely on the higher echelons, which limited action and creativity.

3. Offices and committees usually had to know the state of production through shop supervisors and failed to be close to production; the collecting of data lacked accuracy, while some managerial work was not done properly and the plans to be assigned to different shops were not suitable for our real capabilities, with the potential capabilities in production remaining unexplored.

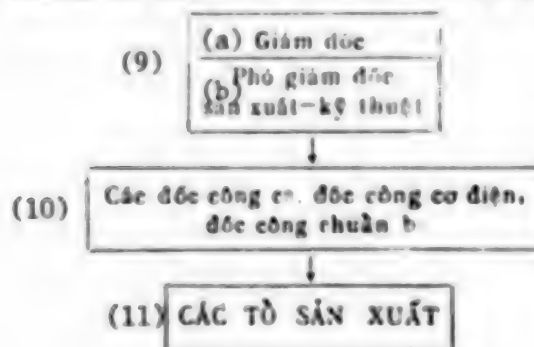
4. Although the size of the shops was not very large, they still had to maintain all management components and to face high management costs.

In order to overcome those weaknesses, to implement Resolution 19 CP of the Council of Ministers and to help carry out the state industrial enterprise statutes, in August 1976 the Hanoi Brewery adopted the management structure without the shop level. We can describe the change of production command system in the Hanoi Brewery by using the following chart:

(1) 1. Hệ thống chỉ huy sản xuất khi còn phân xưởng



(8) 2. Hệ thống chỉ huy sản xuất sau khi bỏ phân xưởng



1. 1. Production command system when shops still existed
2. Director
- 2b Deputy director in charge of production-technology
- 3 Supervisor of electromechanical-motive power shop
- 4 Supervisor of main production shop
- 5 Chief of preparations department
- 6 Foremen
- 7 Production teams
- 8 2. Production command system after shops were dropped
- 9a Director
- 9b Deputy director in charge of production-technology
- 10 Shift foremen, electromachinery foremen, preparations foremen
- 11 Production teams

The production command system was thus perfected along the line of unified concentration, simplification of relationships and reduction of intermediate stages of transitional nature. To provide its deputy director in charge of production-technology with assistance, the brewery used the system of shift foremen, whose task mainly was to supervise production within the scope of the work assigned to them. The volume of functions management work as a whole which had existed in the shops in the past was now concentrated on the functions offices of the enterprise. And to carry on properly the new functions, the functions offices and committees had to consult with shift foremen or production team leaders.

To change to the production management structure without the shop level created favorable conditions for raising the effectiveness of production leadership, transmitting in time production orders, resolving more quickly any economic and technical problems arising from the production process and doing away with the need for prolonged discussions and negotiations, which would cause delays in carrying out the enterprise's task; communicating economic information was clearly more effective; data being more accurate, time of communication being shorter and the deputy director in charge of production-technology being able to know exactly the daily production of the enterprise. The functions offices and committees worked more closely with production, with some managerial work being improved in a positive manner: assigning plans, profit-and-loss accounting and payment directly to production teams; the managerial machinery becoming compact, light and more effective. Furthermore, the enterprise was able to ensure unified concentration of leadership, to emphasize discipline and to develop the initiative and creativity of production components, with the work efficiency of production command cadres being clearly better and the responsibilities of individuals and the spirit of socialist co-operation in production being strengthened. The changes were reflected in some figures as follows:

	Accepting production tasks	Resolving troubles	Production command cadres	Management cadres' wages over costs
Before the shop level was dropped	2 hours	24-48 hrs.	39	3.86 percent
After the shop level was dropped	$\frac{1}{2}$ to 1 hour	4-10 hrs.	28	3.53 percent

In short, dropping the shop level created many favorable conditions for production leadership, maintained closer relationships between production and management and for the first time made its effects felt in a number of managerial aspects in the Hanoi Brewery. However, this was a complex matter having to do with many aspects of production activities in the enterprise, some of which still remained far from perfect: the task and authority of each position in the production command system and the role of the functions offices and committees after the shop level had been dropped were not fully defined; the capabilities of cadres, mostly in the ranks of production team leaders, were limited; the effort to improve organization, and the manpower problem, often encountered considerable difficulties.

Problems To Be Resolved

- a. Improve the working method and change some managerial work of functions offices and committees.

When the shop level still existed, the functions offices and committees usually considered the shops their work object -- assigning plans, collecting communication data, making payment, resolving matters in connection with procedures and policies, etc. But as the shop level had been dropped, they now consider the production teams their work object and as the economic and technical relationships have obviously increased, the volume of managerial work also increases. In order to satisfy the production needs, they must work more closely with production than before and some of their managerial work must be improved to suit the new management structure.

The Production Planning Office, which in the past had to draft and assign plan norms to two shops and one sector, must now do the same for production teams and, consequently, finds a greater volume of charts and calculations to do. But the important thing is that when the shop level still existed, this office assigned only combined norms to the shops, which in turn would have to make calculations and to assign the production teams the following norms: volume of production, quality of products, quantity of labor, actual number of days worked, labor productivity, rate of consumption of raw materials. And some teams were assigned other norms, too. Now that the object for assignment of norms has changed, the planning office on the one hand relies on the overall task of the entire enterprise and on the other conducts a thorough analysis of the task, economic and technical characteristics and requirements of the managerial work in regard to each and every production team in order to set the norms about quantities, qualities and time for assignment to each production team. What deserves special attention is to determine the units and methods for calculations to set appropriate norms for individual production teams. At the same time, the planning office also has the task of moderating production. On the basis of the plan, the staff members who do this moderating work are responsible for assisting the deputy director in charge of production-technology in doing this moderating work within the entire enterprise and ensuring strict distribution among areas and production teams to keep the production plan on schedule (in the past foremen were in charge of moderating production).

Accounting-Statistics-Finance Office. About accounting: In the past shop expenses were covered by budget appropriation 25, but now since there are no more shops, the expenses under appropriation 25 are transferred to appropriation 26 (enterprise management expenses). About statistics: In the past the staff members who worked on statistics collected the daily data from the shops and combined them before reporting them to the director and the offices concerned, but now they obtain data directly from production teams and thus are faced with an obviously greater amount of work. The statistical task has been redefined as guiding production teams to record the initial data by keeping work point sheets and registers showing volume of production, machinery and equipment and the use of raw materials; to make production-business reports

covering periods of 5, 10 and 30 days to the director and daily reports to the deputy director in charge of production-technology and at the same time to inform the offices and committees concerned; and to help production teams to analyze their own economic activities. About finance: To make direct payment of wages and other necessary expenses of production teams.

Labor Organization-Wages Office. As production teams become the enterprise's basic production components, this office must directly take care of the procedures about labor and wages for these teams within the scope of the work assigned to it for annual, sick, maternity and compensatory leave, while checking the books to follow compliance with such procedures; work directly with these teams to consider recommendations for advanced professional training, promotion, commendation and reward and disciplinary action and to prepare decisions on these matters for the director; work directly with these teams to calculate wages in kind and to forward these generalized calculations to the Accounting-Statistics-Finance Office; and supply them with labor protection tools.

The Production Technology Office disseminates and provides guidance about technical programs and regulations and assists production teams in safely operating machinery and equipment to comply with industrial and technical safety requirements; directly resolves breakdown problems for production teams; sets raw material consumption norms for different teams, especially the boiling team and finished product team; and directly resolves problems arising from any change of brewing formula or economic and technical norms.

The Product Quality Control Office checks raw materials and semifinished products in all production teams from the beginning to the end of the production line; directly controls the quality of finished products and signs papers affirming their satisfying all technical requirements about the contents of CO₂, alcohol, acid, sugar, etc.; and checks sanitary conditions in all jobs.

b. Set the tasks and authority of foremen and production team leaders.

Foremen are assistants of the deputy director in charge of production-technology in supervising production within the scope of the work assigned to them. Their major tasks are:

- To do work to prepare for production like receiving instructions from the deputy director in charge of production-technology, accepting work transfer between shifts and assigning production tasks to production team leaders.
- To supervise production: directly commanding production teams to keep up with the enterprise's production pace; issuing orders to direct production and resolving any economic and technical problems arising from the production process for the teams (if this goes beyond the scope of their assigned work, they must report to the deputy director in charge of production-technology); arranging labor in a rational manner among production teams and checking compliance with labor and production discipline and product quality in every step of production; maintaining the procedures for reporting

and requesting instructions and seriously carrying out production orders from the deputy director in charge of production-technology; and raising the capabilities of production team leaders and workers through advanced training.

- To do part of the functions management work like determining the initial data for production teams and offering opinion about some aspects of management during consultations by the functions offices and committees.

In order to fulfill the above tasks foremen must have a definite realm of authority to work within, such as having the power to issue orders to production teams within the scope of their assigned work, or to order temporary cessation of production, to ask that certain production team leaders or workers leave the premises if they are found to have failed to ensure compliance with technical program, regulations and standards and later to report to the deputy director in charge of production-technology some solution -- to recommend commendation and reward, disciplinary action or promotion for the production team leaders and workers concerned within the scope of their assigned work.

Production team leaders are both producers and production managers in the teams; their tasks after the shop level has been dropped is now greater than before. About preparations for production: they receive instructions from foremen, accept work transfer from shift to shift and assign production tasks to workers in their teams. About production and production management: they directly participate in production in accordance with the set procedures, supervise and coordinate production within their teams at the pace set by the plan, train and tutor workers, handle any economic and technical problems that may arise within the scope of their assigned work and report to foremen the cases that go beyond their authority. About some aspects of functions management: they record the initial data of their teams, offer opinion to the functions offices and committees about any matters that have to do with their teams and organize analyses of economic activities and economic accounting within their teams.

Production team leaders have these new authorities: to order a temporary cessation of work of any workers who do not observe production discipline, but this must be immediately reported to foremen; to recommend commendation and reward, disciplinary action and promotions in the teams; and to convene production teams' conferences to discuss the measures to be taken to fulfill their tasks.

c. Handle economic and technical relationships.

As the shop level is dropped, it requires that we define in details and clearly the work relationships in connection with economic and technical problems arising from the lower level up or from the higher level down so as to ensure that the production process continue without interruption.

Here are some practical examples about the work relationships associated with the economic and technical problems as they arise, which must be handled:

1. From lower level up:

Production team leaders dealing with foremen⁵; these include the relationships about power outages, lack of gas, refrigeration and water and machine and equipment breakdowns; lack or excess of manpower; losses or waste of products; additional supplies or exchanges of raw materials being in excess or short quantities or failing to comply with specifications; repairs of equipment, tools and accessories; labor accidents; and reports on results of daily production.

Production team leaders dealing with functions offices⁶; to deliver work-point cards; to approve compensatory, annual and sick leaves; to recommend promotions; to recommend change of staff and settlement of procedures with workers and training in professional and occupational skills; to accept wages and on-contract quota work; and to supply initial data.

Foremen dealing with functions offices; to recommend ways to resolve problems about excess or shortage of materials for production teams; to recommend ways to deal with excess or shortage of manpower; to divide work rationally; to provide additional supplies or exchanges of raw materials; to deal with technical breakdowns; to recommend commendation and reward, disciplinary action and promotions for team leaders and workers; and to recommend consideration of new ideas about rationalization of production and technical improvement.

Foremen dealing with the deputy director in charge of production-technology; to report to him about results of daily production, major equipment breakdowns, labor accidents, change of technical norms and standards, excess or shortage of materials requiring cessation of work; losses of products; violations of programs and regulations and labor discipline; and power outages and lack of gas, water and refrigeration lasting for as long as 4 hours.

Functions offices dealing with the deputy director in charge of production-technology; to draft plans for pace of production; to report on daily fulfillment of plan, commendation and reward and disciplinary action (from citation and warning on up, reviewing of progressive-laborer and outstanding-emulator titles, accepting resignations and retirement, reporting on serious technical breakdowns and excess or shortages of materials as related to the supplying units), announced outages throughout the brewery and changes of boiling formula and production line.

2. From higher level down:

Foremen dealing with production team leaders; to issue production command orders, to supervise and coordinate labor and materials among the teams within the scope of their assigned work; to stop production and to ask workers or team leaders to leave the premises after they have been found to fail to ensure production programs and regulations and quality of products; to handle the economic and technical problems that arise -- lack of gas, water and refrigeration lasting less than 2 hours, production failure due to minor equipment and machine breakdowns and losses of products with reasons being

known; to control the quality of products and sanitary conditions; to improve the technical capabilities of team leaders and workers; to attend the teams' periodic and irregular conferences; and to combine and consider support for initiatives of production teams within the scope of their assigned work.

Functions offices dealing with production team leaders: to assign production plans; to supervise and make production adjustment; to deal with breakdowns (to find out about reasons, to make reports and to suggest solutions to the deputy director in charge of production-technology); to provide guidance in the cases of changing the boiling formula; to resolve problems arising from the lack of gas, water and refrigeration and lasting for 2-4 hours; to deal with the cases of products being poorly made because of equipment or for unknown reasons; to prepare forms and charts of all kinds (materials ration coupons, reports, etc.); to control the quality of products and sanitary conditions; to deal with compensatory, annual and maternity leaves; to assign norms and quotas; to pay wages and bonuses; to handle the cases of dropping cards unsuitable with reality; to disseminate new ideas about production rationalization and technical improvement; to prepare for supervision and coordination of labor within the scope of their assigned work; to assist production teams in recording initial data, analyzing their economic activities and doing economic accounting; and to provide production team leaders with advanced professional training.

Functions offices dealing with foremen: to systematize economic and technical standards and norms and programs and regulations; to deal with problems of excess and lack of materials within the scope of their assigned work; to supervise and coordinate labor and to supply additional labor among production teams; and to consult with foremen while preparing for decisions to be submitted to the director about commendation and reward, disciplinary action and promotions.

Deputy director in charge of production-technology dealing with foremen: to issue production instructions and orders; to assign planned and unexpected tasks and sanitation plan; to deal with situations beyond the authority of foremen and functions offices to cope with, such as troubles causing stoppage of production for more than 4 hours, equipment breakdowns and lack of gas and water and loss of refrigeration for more than 4 hours; to supervise and transfer labor between sections and shifts; to change the boiling formula; and to decide about commendation and reward and disciplinary action.

Deputy director in charge of production-technology dealing with functions offices: to deal with changes of technical norms and standards; excess and lack of materials involving the supplying units; and cases of decision-making beyond the authority of these offices and situations requiring commendation and reward, disciplinary action and work stoppage.

d. Raise the capabilities of cadres.

Since the volume of managerial work, particularly that of production command cadres, greatly increases after the shop level has been dropped, cadres must

possess knowledge of some of the aspects related to their work so as to raise the effectiveness of production leadership. In the Hanoi Brewery most cadres have not been trained in a systematic manner, with production command cadres mainly growing up from the ranks of workers and having still-limited cultural, technical and professional capabilities. Sixty-two percent of the enterprise's cadres have not gone through any formal training and only 8.5 percent of production team leaders have had training in regular schools. Therefore, in the long run, the brewery must have plans for its cadres by sending people to regular schools (for long-term training and on-the-job specialized training) and at the same time attaching importance to short-term training in some related professional aspects. As an immediate job, in order to satisfy the needs of management after the shop level has been dropped, it must provide advanced training in the spirit of being realistic and effective. The following table shows the list of documents for use in the training of different objects after the shop level has been dropped:

Production team leaders	Foremen	Cadres in functions of- fices and committees
- Enterprise bylaws (in connection with the production command system).	- State industrial enterprise statutes.	- State industrial enterprise statutes.
- Functions, tasks and authorities of production teams.	- Enterprise bylaws (in connection with the production command system).	- Enterprise bylaws (activities of functions offices and committees).
- Some aspects of management: labor, materials and technology.	- Some major enterprise managerial tasks (organization of production, the management machinery and such aspects as planning, labor, materials and technology).	- Some major tasks about management, planning, labor, materials, technology, production costs, finance and economic accounting.
- Programs for handling economic and technical phenomena arising from production teams.	- Functions, tasks and authorities of foremen.	- Functions, tasks and authorities of functions offices and committees.
	- Programs for handling economic and technical phenomena arising from the work foremen are in charge of.	- Programs of functions offices and committees for handling economic and technical phenomena.

FOOTNOTES

1. Consisting of these teachers of the College of Economics and Planning -- Bui The Vinh, Nguyen Cuc, Kieu The Viet, Nguyen Thanh Do and Dinh Thi Ngoc Quyen -- and a number of cadres of Hanoi Brewery.

2. State Industrial Enterprise Statutes. Su That Publishing House, Hanoi 1977 p 30.
3. At present industrial enterprises normally have the following structures:
 1. Enterprise -- shops -- sections -- production components or segments.
 2. Enterprise -- shops -- production components or segments.
 3. Enterprise -- sections -- production components or segments.
 4. Enterprise -- production components or segments.
4. In the Soviet Union the structure of management without the shop level is adopted by the enterprises of the sizes ranging from 500 to 1,000 workers, and even more than 1,000 workers.
5. Economic and technical phenomena, or problems, having to do with production must be reported to foremen (in case they go beyond the authority of production team leaders).
6. Professional matters that have been assigned to these offices within the division of work level.

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AGRICULTURE

DIRECTIVE ON NEW AGRICULTURAL PLAN ISSUED BY PREMIER

BK280134 Hanoi Domestic Service in Vietnamese 1300 GMT 15 Nov 79 BK

[Text] On 9 November, the SRV premier issued a directive on formulating plans for agricultural development from the district to grassroots levels. The directive said:

The currentmost task set forth in the 6th party Central Committee plenum's resolution is to highly motivate and organize the entire people and armed forces to accelerate agricultural, forestry and fishery production in order to insure enough grain and food as a first step, while securing more raw materials for the food and consumer goods industries and rapidly increasing the source of export goods. To carry out this task, the [party Central Committee] secretariat and council of ministers have decided to launch a drive, concentrating guidance on formulating plans for agricultural development in 1980 and drafting the Third 5-Year 1981-85 Plan with the following requirements:

1. Launch a drive to review and further improve the 1980 plan and to draft the Third 5-Year 1981-85 Plan from the grassroots level.

It is necessary for every district and grassroots unit to rely mainly on local sources of manpower to set forth tasks, norms and effective measures aimed at fully exploiting their potential in land and labor and all locally available material and technical bases for the development of agriculture, forestry and fishery and increased production of consumer and export goods.

While grain and food are considered the main concern, efforts must be made to insure that every district is able to outline concrete measures to maintain a grain and food balance on a district scale so as to meet the needs of localities and establishments at the central and provincial levels in the district, while most actively helping the state solve the common problem concerning grain and food. Meanwhile, localities whose tasks, guidelines and plans have already been outlined by their party organization congresses should also rely on the spirit of the 6th party Central Committee plenum's resolution to recheck or revise part of their plans if necessary.

2. Make one further step in improving and intensifying managerial work by bringing the plan drafting methods for the grassroots level up to date, particularly by increasing the number of cadres while revamping and consolidating cooperatives. This is to be a first step in reorganizing production in the north and carrying out the cooperativization movement in the south. It is also necessary to revamp and consolidate the work system of the districts in all aspects in order to enable them to gradually build and shape an agro-industrial structure, as well as to inspect the implementation of various policies, especially those stipulated recently, so that guidance can be provided for the improvement and correction of deviations and shortcomings encountered in implementing these policies.

[BK280135] 3. Satisfactorily provide guidance for the cultivation of the 1979-80 winter-spring crop to make it a great success, and actively prepare for the 1980 10th-month crop with attention to both production and purchasing.

With regard to the plan drafting methods, the directive pointed out that it is necessary to include the following objectives in drafting development plans for 1980 and the ensuing years:

1. Plan for the development of agriculture, forestry and fishery and for increased production of consumer and export goods. Agricultural development plans, in particular, should be carried out in such a way as to insure a balance between cultivation and animal husbandry and the establishment of centers specializing in planting industrial crops.
2. Plans for the development of the local industry and artisan industry and handicrafts should be carried out in combination with the effort to support agriculture, exports and the people's livelihood.
3. Plan for the export of goods by the entire country and localities.
4. Plan for the use and redistribution of labor forces, including those to engage in intensive cultivation and land reclamation activities in localities as well as those mobilized or employed to build new economic zones and participate in forestry, fishery, artisan industry and handicraft production.
5. Plan for the supply of funds and necessary materials and technical facilities and for the building of the material and technical bases to directly support production.
6. Plan for the application of advanced technology.
7. Plan for the circulation, distribution and delivery of products including those to meet the demands of or for consumption by the provincial and central levels and localities through the system of two-way contracts.

8. Plan for the improvement of the people's living conditions and social welfare in the districts.

9. Plan for the consolidation and intensification of the managerial system of cooperatives, state farms and forestry sites and for campaigns to reorganize production in accordance with the spirit of the council of ministers' Resolution No 61-CP, as well as to consolidate and expand cooperativization in the south.

10. Plan for the consolidation and development of the organizational and managerial apparatus of agricultural, forestry, fishery and industrial sectors at the district level and for the training of technical and managerial cadres.

In carrying out plans, it is necessary for all districts to rely on the aforementioned 10 planning objectives to review and assess the local situation over the recent past, particularly since 1975, so that efforts can be made to develop strong points and overcome weaknesses. They should also assess the status of local potential--particularly arable land, manpower, material and technical bases and natural resources--and take into account the requirements of the national defense and economic construction tasks in localities as well as various resolutions of the party Central Committee--particularly Resolutions Nos 2, 5 and 6--and policies stipulated recently to set forth tasks and norms and adopt measures for the implementation of the 1980 plan and the drafting of the 1981-85 plan in a positive and steady manner.

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AGRICULTURE

ADDRESS TO HAI HUNG CONGRESS ON IMPLEMENTATION OF TASKS

BK909112 Hanoi Domestic Service in Vietnamese 0400 GMT 8 Nov 79 BK

[Text] Hai Hung Province recently held a congress of delegates to decide tasks for the years ahead to implement the fourth party congress resolution and the sixth party Central Committee plenum resolution. Comrade To Huu, alternate member of the party Central Committee Political Bureau and secretary of the party Central Committee, attended the congress.

The congress determined tasks for the party organization in the next 2 years. They involve satisfactorily exploiting and utilizing existing potentials in manpower, arable land, natural resources and material and technical bases to concentrate on accelerating agricultural production, with emphasis on grain and food, through the adoption of intensive and specialized cultivation methods, expansion of the winter crop acreage, and cultivation of a fourth crop for the year on a trial basis.

Addressing the congress, Comrade To Huu praised the Hai Hung provincial party organization and people for their achievements in agricultural production to stabilize the people's livelihood and contribution to the state, and pointed out the weaknesses still facing the province. He said that grain and food production is Hai Hung's greatest potential. Therefore, the party congress is correct in setting forth guidelines for intensive cultivation of two rice crops, the expansion of the winter crop acreage to 70,000 or 80,000 hectares, and an increase in the number of crops per year to four.

He added that guidance must be provided to the party organization to insure that all policies promulgated recently by the state are satisfactorily implemented. It is also necessary for the party organization to encourage both cooperatives and member families to raise large numbers of hogs, water buffaloes and cattle and resume and expand the movement to grow duckweeds so that the source of fertilizer can be rapidly increased. They should also continue to accelerate irrigation work and improve the farmland water conservancy system and quickly put short-term and high-yield rice strains into cultivation. Meanwhile, cooperatives must

reorganize their production system and improve their managerial work as well as know how to apply science and technology in order to step up the pace of intensive cultivation in a balanced manner.

Comrade To Huu urged all party committee echelons in the province to pay attention to improving the managerial capability of cadres, satisfactorily consolidating basic production and specialized teams, and implementing the principle of distribution according to labor in a correct, democratic and overt manner. He said it is necessary to quickly consolidate and strengthen the district levels so that they will be capable of controlling production and assigning work in districts, and of combining districts with cooperatives into an economic structure.

With regard to the party-building task, Comrade To Huu urged the provincial party organization to satisfactorily develop the party by improving and consolidating the party organizations at the grassroots level and by admitting more persons with outstanding achievements in production and combat into the party while resolutely expelling the deviant and degenerate elements from the party.

He added that efforts must also be made to consolidate the weak party chapters and stabilize the contingent of cadres, particularly the number of key cadres, as well as to train additional cadres, and, through various advanced models and revolutionary movements, attention must also be paid to fostering and building a reserve contingent of cadres for other movements.

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AGRICULTURE

NGHIA BINH PARTY CONGRESS REVIEWS ACHIEVEMENTS, SHORTCOMINGS

BK151051 Hanoi Domestic Service in Vietnamese 0400 GMT 14 Nov 79 BK

[Text] The Nghia Binh provincial party organization recently held its second congress with the participation of 453 official delegates. Also attending was party Central Committee Secretary Song Hao.

Over the past 2 years, implementing the resolution of the first congress, the Nghia Binh party organization and soldiers and people in the province have made efforts in overcoming many great difficulties. They have scored great achievements in all respects, such as basically completing the zoning of economic areas, boosting production, improving the distribution system and further developing agricultural production. This has enabled them to quickly increase the grain output, meet the provincial needs, fulfill the grain obligation to the state, and initially establish a small grain reserve stock.

The grain output converted to paddy equivalent increased from 430,000 tons in 1976 to 556,000 tons in 1978. In 1979, despite the repeated natural calamities and poor crop harvests, it is expected that the province will yield 500,000 tons of grain and that the output value of industrial goods and handicraft and artisan goods in 1979 will increase by 38 percent over 1976. The province has invested capital in building the industry, bringing the total number of state industrial enterprises in the province to 62, and excluding establishments managed by districts. It has set up many industrial, handicraft and artisan complexes.

The local people's cultural and spiritual life has been markedly improved. Illiteracy has been eliminated in the entire province. The school system and the public health network have been expanded with one out of every three persons going to school and with 21 patient beds for every 10,000 persons. National defense work and the maintenance of political security and social order have been gradually strengthened. Grassroots-level party organizations have been set up in villages and city wards.

The congress severely criticized shortcomings in leadership and economic and social management. For example, the working people's right to collective mastery has not been truly developed. The practice of violating the people's right to collective mastery is still prevalent. The potential in manpower, land, forests, sea areas and the existing material and technical bases have not yet been satisfactorily developed and exploited in order to determine guidelines and plans for developing the economy in the province. Economic policies have not been satisfactorily implemented in order to accelerate production. Proper attention has not been paid to building district and grassroots levels. The party-building task has not been carried out in a concentrated manner and in keeping with the new situation and tasks. Many grassroots-level party organizations and party chapters have failed to develop the party. Party discipline has not been upheld. Some cases of violations of discipline have not been strictly dealt with. Plans have not been drafted to train and improve existing cadres and party members and to prepare for new ones, especially grassroots-level cadres.

The congress set forth the guidelines and tasks for the provincial party organization for 1980 and 1981. It is clearly stipulated in the new guidelines and tasks that the grain production norm for 1980 will be 600,000 tons; and for 1981, 650,000 tons. The guidelines also specified many measures aimed at developing the working people's right to collective mastery, developing the economy and culture, making a vigorous change in economic organization and management, strengthening national defense and the maintenance of security in the country, intensifying propaganda work and the front's task, increasing the fighting strength and leadership capabilities of the provincial party organizations so as to satisfactorily fulfill all tasks for the next 2 years and to be worthy as a province with a glorious revolutionary tradition.

The congress elected a new executive committee of the provincial party organization comprising 41 members and 4 alternate members.

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AGRICULTURE

BRIEFS

PRIVATE TO SOCIAL COLLECTIVES TRANSFORMATION--The Department for Transformation of Agriculture in southern Vietnam subordinated to the party Central Committee and the government recently held a conference with provinces from Thuan Hai to Minh Hai to review the results of the campaign to transform the private agricultural mechanized force and to discuss guidelines and tasks for building socialist collectives. To date, these provinces have established 295 agricultural machine collectives at 70 major rice-growing districts, collectivized 3,204 machines and recruited nearly 9,000 collective members, achieving 86 percent of planned membership norm and 80 percent of machines still in use by private individuals. All machine collectives have been working relatively steadily with each machine tilling from 160 to more than 200 hectares per crop and yielding a value of 12 to 17 dong per man-day. The initial results of the machine collectives have earned the confidence of collective members in the transformation of agricultural mechanized force. In the 1979-80 winter-spring production crop, these collectives are striving to mobilize 70 percent of the machines to work on ricepaddies and to insure that each machine plows 200 hectares for the whole crop. [Text] [BK261316 Hanoi Domestic Service in Vietnamese 2300 GMT 23 Nov 79 BK]

GRAIN COLLECTION, PURCHASE--The ministries of food and finance recently sponsored a conference in Ho Chi Minh City with the participation of representatives of provinces and cities from Thuan Hai southward to review the collection and purchase of grain in 1979 and to discuss measures for carrying out this task for 1980. The conference unanimously noted: In 1979, many localities have made efforts to supervise and carry out the grain collection and purchase task, but, because of unfavorable weather conditions and the aftermath of the southwestern border war, the yield of rice crops has been poor thus adversely affecting this task. However, Minh Hai, Dong Thap, An Giang, Hau Giang, Kien Giang and Cuu Long provinces have persistently supervised the grain task and satisfactorily applied many educational, economic and financial measures. As a result, they have fulfilled the agricultural tax collection task. On the basis of a number of recently promulgated policies and drawing on the experiences from the grain task in the recent past, the conference adopted some specific measures aimed at attaining the quota of grain assigned to each province for this year's 10th-month rice crop and the 1979-80 winter-spring crop. [Text] [BK261328 Ho Chi Minh City Domestic Service in Vietnamese 0500 GMT 23 Nov 79 BK]

HEALTH, EDUCATION AND WELFARE

TO HUU SPEAKS AT HIGHER, VOCATIONAL EDUCATION CONFERENCE

OW121437 Hanoi Domestic Service in Vietnamese 1430 GMT 11 Nov 79 OW

[Text] On 9 November Comrade To Huu, alternate member of the VCP political bureau, visited and addressed the participants attending a conference to study the resolution of the sixth VCP Central Committee plenum convened by the Higher and Vocational Education Ministry.

The conference was attended by all the key cadres from northern Vietnam's colleges and vocational schools. Comrade To Huu pointed out a main point of the resolution concerning our economy: To boost our socialist economy, both state-run and collectivized, it is necessary to develop our people's production capabilities and overcome weaknesses to accelerate production and stabilize our people's lives. He added: The party Central Committee has worked out specific policies aimed at consolidating our national defense, insuring public order and security, maintaining combat readiness and effectively defending the fatherland.

He further noted that one of the essential tasks of the higher and vocational education sector is to achieve unity among Vietnamese intellectuals, including overseas Vietnamese intellectuals, and properly organize and motivate them to make better contributions to nation-building and the defense of our socialist Vietnam fatherland. He continued: The Higher and Vocational Education Ministry should coordinate with scientific study institutes, economic and cultural sectors and production installations in organizing a system to enable our brother and sister intellectuals to make the best contributions they can through their scientific studies to our common revolutionary undertaking.

Comrade To Huu also stressed the necessity of increasing international cooperation in the economic and scientific domains as well as in training and fostering scientific cadres. He added: We must attach particular importance to our cooperation with the USSR and other fraternal socialist countries in the international socialist community.

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HEALTH, EDUCATION AND WELFARE

BRIEFS

CHILD CARE CONFERENCE--Hanoi, VNA, Nov 8--A conference involving more than 500 child care workers was held here yesterday to review child care work during the 1973-1978 period and in this international year of the child. Also attending the conference were Vice-President Nguyen Huu Tho, who is president of the National Commission for the International Year of the Child; Le Van Luong, political bureau member of the Central Committee of the Communist Party of Vietnam and secretary of the Hanoi Party Committee; and Nguyen Khanh Toan, president of the Commission for Young Pioneers and Children. The conference reviewed the progress made in child care work, including the construction or renovation of children's centres. Addressing the conference, Vice-President Nguyen Huu Tho warmly commended the departments concerned on their achievements in the protection and education of children, and pointed to their responsibility to do this work better. [Text]
[OW280729 Hanoi VNA in English 0708 GMT 28 Nov 79 OW]

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